Chapter 6: Department of the Army

Department of the Army Transformation Plan

Today, we are an expeditionary Army supporting our nation in the Global War on Terrorism. Our Army is in the midst of massive transformation to create a more agile, deployable, and lethal force. Business transformation is a critical part of this transformation.

Transformation Vision and Mission

The Army is in the process of implementing the most dramatic changes to the design of our operating forces in 50 years. We are transforming our force structure to realize the Army Vision: *"Relevant, and Ready Landpower in Service to the Nation."* To this end, we are developing soldiers, leaders, and modular forces to ensure the Army remains the preeminent land power on earth and the ultimate instrument of national resolve. The Army's primary mission is to provide necessary forces and capabilities to the Combatant Commanders in support of the National Security and Defense Strategies. The Army has more than 300,000 soldiers deployed or forward stationed to support operations in Iraq, Afghanistan, and other regions to deter aggression, while also securing the homeland. The Army faces extremely demanding challenges as it strives to rapidly provide soldiers with improved capabilities.

The Army is fighting today while simultaneously preparing for tomorrow. To accomplish its many missions, the Army is aggressively restructuring. The Army is transforming from a force designed for contingency operations in the post–Cold War era to a force designed for continuous operations in a new era that presents risks in the form of asymmetric and traditional, potentially catastrophic risks to the nation. As the Army embarks on transforming its warfighting capabilities, it is imperative that the Business Capabilities/Enablers/Processes transform to support the warfighter. Transformation of the Army's Business Capabilities/Enablers/Processes will enable the Army to be more flexible, more rapidly deployable and better able to sustain protracted military campaigns, to include joint and expeditionary operations, required by the 21st century security environment.

The Army's base budget supports force generation and sustainment operations, while the supplemental budget request supports wartime efforts. The combination of these spending measures is needed to enable the Army to:

- Recruit and retain the All-Volunteer Force, and their families, by enabling the establishment of equitable rotation plans and improving quality-of-life programs;

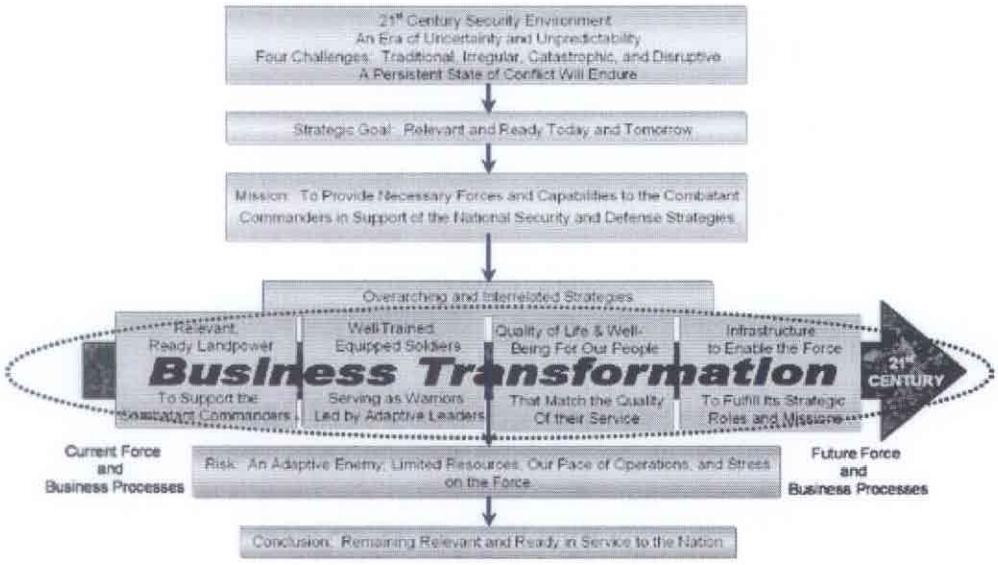
- Generate and sustain a force that is properly manned, trained and led, in order to prevail in the Global War on Terror, while sustaining other global commitments;
- Enhance soldiers' ability to fight by rapidly spiraling promising technologies that are ready now into the Current Force;
- Reset the force by repairing and recapitalizing equipment that is aging rapidly - far faster than projected - due to sustained combat operations in severe environmental conditions.

Transformation Strategy

Transformation of our business, resourcing and acquisition processes promotes the long-term health of the Army. It will free human and financial resources that can be better applied towards accomplishing our warfighting requirements and accelerating other aspects of transformation.

The Army will employ Lean Six Sigma and other industry best practices successfully used by the world's best corporations to provide better value to our increasing responsiveness and decreasing cycle time in all processes and activities. The Army is deploying these same techniques to better identify functions that are no longer relevant, to eliminate non-value added operations and positions, and to focus resources on our required capabilities. This is a transformational process that will be led from the highest levels of the Army. By the end of this program period, the Army will have the infrastructure established to train its entire workforce for their appropriate role. We will take advantage of industry innovation through web-based services and technology, commercial off-the-shelf (COTS) products, outsourcing and partnering. We are also adopting electronic business operations and a portfolio management approach to information technology capabilities and investments, while continuing to follow and model U.S. Government guidelines for competitive sourcing. These reform initiatives will remain congruent with other Department of Defense transformation initiatives.

Figure 6-1: The Army's Strategic Goal, Mission, and Interrelated Strategies



Business Transformation Goals

The Army's business transformation goals as outlined below are derived from the four key elements of the Transformation Strategy (see Figure 6-1). These goals are also components of the annual Army Campaign Plan (ACP) and the Army Posture Statement (APS) which include: status of the industrial base for military equipment and supplies, well-being, manning the force, infrastructure of all Army installations, the ability to equip the force and improve our business processes.

Manning, Readiness, and Well-being of the Force

To support the joint, expeditionary, modular Army, the Army's Human Resources Management (HRM) Domain is creating a comprehensive, flexible, and integrated capability to enable the manning, readiness, and well-being of the Army through transformed business practices and systems. As part of this transformation, the Army is committed to implementing a capability that integrates personnel and pay management for active and reserve soldiers. We are also developing a capability that will provide an integration layer allowing Army systems to communicate seamlessly. Additionally the integration layer will support Army efforts to reduce the total number of systems through consolidation of critical functions and establishment of service oriented architecture. In addition to these Business Capabilities above, there are a number of current systems that provide critical HR capabilities necessary to support today's warfighting mission. The Army plans to leverage any capability provided by the DoD Enterprise, now or in the future, in order to effectively build upon existing capabilities. The HRM Domain will deliver the following transformational capabilities:

- The Distributed Learning System (DLS) is a major automated information system (ACAT 1AC) that uses information technology to streamline training processes, automate training management functions, and deliver training using electronic means to soldiers at home or deployed. DLS supports readiness by enhancing institutional and individual training in all Army Components (Active, Army National Guard, Army Reserve, and Department of the Army Civilians (DAC)). The system provides both near and long-term infostructure to enhance training particularly in the areas of Military Occupational Skill Qualification (MOSQ) and reclassification. It is an integral component of the DoD Advanced Distributed Learning Initiative, and Strategic Plan for Transforming DoD Training, which calls for the full exploitation of technologies to support quality education and training. DLS supports the E-Government strategy by using the Web to provide training materials, by enabling the intra-agency sharing of training data, and by adopting commercial practices and products to reduce operating costs. DLS supports the President's Management Agenda by making use of distributed learning to leverage scarce training funds, provide greater agency access to training materials, and facilitating the Strategic Management of Human Capital.
- The US Military Entrance Processing Command (USMEPCOM) Integrated Resource Systems (MIRS) provide the automation and communications capability for USMEPCOM to meet its peacetime, mobilization, and wartime military manpower accession mission. This system automates the business processes of processing new service members into the Armed Forces by managing aptitude tests, medical examinations, and administrative matters. MIRS has

key interfaces with other Service recruiting systems, Defense Manpower Data Center (DMDC), and the Selective Service System.

- The Electronic Military Personnel Office (eMILPO), as part of the Army's Human Resource System, is a web-based, multi-tiered application, implemented on the DoD Non-Classified IP Router Network (NIPRNet), and accessed via a hyperlink from the Army Knowledge Online (AKO) portal. eMILPO provides the Army with a reliable, timely, and efficient mechanism for performing numerous personnel actions and managing strength accountability. The application is vital at this time in determining the strength and capability of the Army and subordinate commands. It provides improved data accuracy and a more intuitive web-based approach resulting in easier data entry and user satisfaction.
- The Reserve Component Automation System (RCAS) is an automated information system used by The Army National Guard (ARNG) and the US Army Reserve (USAR) and accomplishes the day-to-day administrative tasks providing timely and accurate information critical to mobilization planning and execution. The system is used by units in CONUS and OCONUS and includes both Commercial Off the Shelf (COTS) and Government Off the Shelf (GOTS) hardware and software. RCAS is enabling transformation through improvements to Retirement Points Accounting Management, Unit Personnel Management Systems, Command Management Systems, Integrated Data Management, the UPS Military Post Office and Force Authorization Management.

Improve Business Practices / Processes: Paying the Force and Financial Accountability

The Army is developing the Single Army Financial Enterprise (SAFE) to integrate business operating systems and supporting sub-systems, which support the planning, programming, budgeting and execution business processes. The SAFE will support the Army's business transformation by integrating planning, programming, budgeting and execution systems and data, while capitalizing on the latest commercial off-the-shelf technology and providing web-enabled electronic business operations/capabilities. In addition, the SAFE provides an architectural framework which supports the Army's planning, programming, budgeting and execution phases of the DoD Planning, Programming, Budgeting, and Execution (PPBE) process, culminating in the annual submission of the Army's portion of the President's Budget, through Chief Financial Officer (CFO) compliant accounting and reporting operations.

The major transformational element of the SAFE is the implementation of the General Fund Enterprise Business System (GFEBS). GFEBS will provide capabilities for accurate, reliable, timely and consistent financial information: resulting in clean audits and improved resource execution. GFEBS is a new transformation system designed to meet the requirements of the CFO Act by employing CFO-compliant general fund finance and accounting capability that will support the DoD with accurate, reliable, and timely financial information, in peacetime and in war. GFEBS will serve as the Army's financial backbone, capturing general ledger data into a single system. GFEBS will be the SAFE system of record for the entire Army.

Another transformational element of the SAFE is the modernization efforts of the Army's HQDA integrated program budget business operating systems, which represent the planning, programming and budgeting portion of the Single Army Financial Enterprise (SAFE)

architecture. Modernization of these efforts ensures integration of Army program and budget data, addressing the long-term goals of the Army, Department of Defense, and the President's Management Agenda for budget performance integration, while satisfying requirements imposed by Title 10 for submission of a budget and Future Years Defense Plan.

Processes to Equip the Force

The Acquisition Domain is modernizing its Business Capabilities through a comprehensive transition from over 60 stovepiped systems into two comprehensive business systems, Future Business System (FBS) and Future Combat System Advanced Collaborative Environment (FCS ACE). Existing enterprise capabilities will be transitioned under the FBS program on a planned schedule following the FBS Milestone (MS) B. The Acquisition Domain will deliver the following transformational capabilities:

The Future Business System (FBS), formerly known as the Advanced Collaboration Environment (ACE), will be a suite of net-centric Business Capabilities that enable the business of acquisition. It will enable the Army Acquisition Community to evolve their Business processes to execute acquisition transactions in an environment that provides seamless access to templates, data sets, requirements, guidance, schedules, forms, and the myriad of information resources that will facilitate best practices. It includes the Army Acquisition Business System Neck-Down Initiative (AANDI), which focuses on reducing the current number of Army Acquisition Business systems that supports the Army Acquisition Domain. The results of this initiative will be a first step in the development of the future enterprise system. The FBS system is in the concept formulation stage and, when formalized and approved, will become the umbrella business system program that encompasses all enterprise systems that support the business of acquisition. The five systems listed below are being developed as enterprise capabilities that will merge into the FBS program at the appropriate time.

- The Army Contracting Business Intelligence System (ACBIS) uses secure web technology to collect contract data and information from receipt of requirements to contract closeout. ACBIS assesses data necessary to analyze contract workload, budget and personnel trends to include benchmarking and activities performance to provide insight into Army Contracting activities to improve processes and reduce operating and purchasing costs. This system will transition under the FBS program following FBS MS B.
- The Acquisition Information Management (AIM) service is comprised of an integrated web-based system-of-systems sharing information/data across the Acquisition Domain sub-domains (Program Management, Financial Management, Procurement and Contracting, and Acquisition Logistics). AIM's information technology is aligned with oversight, statutory and regulatory reporting mandated for all acquisition programs. The AIM service significantly reduces the level of manual effort needed to perform administrative program management duties and acquisition chain monitoring and reporting of programmatic information/data. Available capabilities assist managers to proactively manage assigned programs, provide an authoritative information/data source (reported acquisition programs specifics, management metrics (Cost, Schedule, and Performance) information), and share common data. This sharing of DoD-compliant common data is available internally (between applications within this family-of-systems) and externally. The core

of the AIM Service is a relational database, which allows the managers of each program to retain ownership of programmatic data while providing access to Army and DoD Leadership. This system will transition under the FBS program following FBS MS B.

- The Science and Technology (S&T) Enterprise Management (STEM) system will enable management of the Army S&T Part of the Product Lifecycle—including planning, programming, budgeting, and execution of all S&T products and Research, Development & Engineering (RD&E) services—as a portfolio. It will better enable Deputy Assistant Secretary (DAS) Research and Technology (R&T), U.S. Army Training and Doctrine Command (TRADOC) Futures Center, U.S. Army Research, Development and Engineering Command (RDECOM), Army Research Institute (ARI), Army Medical Research and Material Command (MRMC), Army Corps of Engineers (COE), Army Space and Missile Defense Command (SMDC), and Army Test and Evaluation Command (ATEC) to fulfill their mission in the management of the Army S&T; and it will enable the community to collaborate to improve S&T community inter-relationships, and speed up S&T maturation. This system will transition under the FBS program following FBS MS B.
- The Virtual InSight (VIS) system is being developed to improve the Milestone Decision Review process and to reduce the amount of necessary temporary duty (TDY) travel associated with major programs going through these reviews. This system will transition under the FBS program following FBS MS B.
- The Army Test and Evaluation Command (ATEC) Versatile Information System Integrated Online Nationwide (VISION) will provide an integrated telemetry and data repository environment to support test event documentation and decisions. This system will transition under the FBS program following FBS MS B.

The Future Combat Systems Advanced Collaborative Environment (FCS ACE) will serve as the primary means of creating, sharing, reporting, collecting, recording, accessing, and approving program information between the FCS Lead System Integrator (LSI), authorized FCS major/critical subcontractors, and authorized U.S. Government personnel connected with the FCS program. The FCS ACE system is the existing system providing comprehensive life cycle support to the FCS program and its suite of complementary programs. Due to the criticality of the FCS system, current plans do not include the migration of the FCS ACE into the FBS program. This will be continually reconsidered as the FBS program fields its enterprise capabilities.

Sustaining the Force: Enhance Joint Logistics/Focused Logistics

The Army Logistics Enterprise Vision is a digital environment that builds, sustains, and generates warfighting capability through a fully integrated logistics enterprise based on collaborative planning, knowledge management, and best business practices. The Army is enabling this vision through two major initiatives: development of the Single Army Logistics Enterprise (SALE) and alignment of Army distribution architectures with Joint distribution processes. SALE projects include: (1) immediate enabling changes to current systems involved

in the Global War on Terror (GWOT); (2) the Global Combat Support System-Army (Field/Tactical) (GCSS-A); (3) GCSS-A's component Product Lifecycle Management Plus (PLM+); and (4) concurrent fielding of the Logistics Modernization Program (LMP).

- SALE Increment 1 provides immediate capability improvements to meet warfighting needs in support of the GWOT including net-centric and net-ready changes to legacy systems that mitigate warfighter-identified critical gaps while providing a bridge to GCSS-A. These include:
  - Satellite data communications (CSS SATCOM) for logisticians to speed the accurate ordering and delivery of materiel to forces in combat.
  - Movement Tracking Systems (MTS) to enable logistics tracking and force protection communications within convoys sustaining the force.
  - Standard Army Maintenance System-Enhanced (SAMS-E) to eliminate five varieties of ground maintenance systems and enable simplified and networked maintenance processes.
  - Unit Level Logistics System - Aviation (ULLS-A) to eliminate four varieties of aviation maintenance systems and enable simplified and networked maintenance processes.
  - Property Book User System-Enhanced (PBUSE) to provide real-time property management and accountability to Chief Financial Officer Act level of accuracy.
  - The integration of Radio Frequency Identification (RFID) technology into our supply processes to enhance visibility of materiel in the supply chain.
  - Battle Command Sustainment Support System (BCS3) to integrate sustainment and distribution information into Army Battle Command System (ABCS), Joint Command and Control (JC2) and their Common Operating Picture (COP).
- GCSS-A is the tactical and operational level SALE initiative. GCSS-Army consists of two Components, Field/Tactical (F/T) and Product Lifecycle Management Plus (PLM+). GCSS-A (F/T) will provide the Army's Combat Support/Combat Service Support (CS/CSS) warfighter with a seamless flow of timely, accurate, accessible and secure information. It will also allow the Army to reengineer tactical logistics business processes in accordance with commercial best business practices. At the operational level, PLM+ will be the hub providing enterprise level data management, SALE-related product data, and will act as the data warehouse for the exchange of Tactical and Strategic information with Army Battle Command and joint systems. GCSS-Army will allow the Army to retire 11 existing automated systems supporting tactical logistics.
- Logistics Modernization Program (LMP) is the strategic level SALE initiative. LMP provides the Army capability to manage national logistics processes and materiel. LMP provides a robust suite of integrated logistics management capabilities to include demand and supply planning for end items, spares, and munitions; repair, re-manufacture and overhaul of major and secondary items and ammunition; and maintenance capacity requirements planning tools. It

also enables working capital fund finance and accounting. LMP allows the Army to retire the Commodity Command Standard System (CCSS) and Standard Depot System (SDS), as well as the Headquarters, Army Materiel Command System (HAS), and the supporting financial systems that operated under the Defense Financial Accounting Service (DFAS).

It is critical to ensure our information systems are joint capable and fully integrated with the initiatives of the joint Distribution Process Owner (DPO). The formal alignment of distribution architectures is achieved through the alignments of SALE, Transportation Coordinators' Automated Information for Movement System II (TC-AIMS II), and associated distribution systems.

- Aligning the SALE architecture and Army DPO initiatives with Joint logistics architectures: the focus of this alignment is to provide an integrated transportation/distribution information system architecture that effectively supports both Army and Joint operations, and enables End-to-End (E2E) deployment and distribution execution. We will provide a similar look and feel in user interface, a high level of seamless integration across the Defense Transportation System (DTS), expeditionary support allowing disconnected use, and sharing of our master data with joint services and processes wherever possible. In addition to direct alignment efforts with the DPO, the Army will support the DPO in concept and requirements development for Single Operating Environment for Distribution Enterprise (SOEDE) and ensure SALE alignment with the DTS.
- Transportation Coordinators' Automated Information for Movement System II (TC-AIMS II): Aligned to the SALE, TC-AIMS II is a joint system that automates the processes of planning, organizing, coordinating, and controlling unit-related deployments, sustainment, day-to-day Installation Transportation Officer/Transportation Management Officer (ITO/TMO) operations, redeployment, and retrograde operations in support of the DTS. It will interface with installation, unit and depot-level supply systems, the Global Transportation Network (GTN), the Joint Operational Planning and Execution System (JOPES) through the use of the Joint Force Requirements Generator II (JFRG II), and will be capable of supporting both peacetime and wartime movements. TC-AIMS II also produces movement documentation and unit move information.

Improve Capability for Stability Operations

The Army Installation & Environment (I&E) domain transformation plan consists of a series of tasks designed to align the business processes and support systems used to perform Installation Management, Facilities Management, and Environmental Programs, to a more efficient and integrated suite of systems. The transformation plan will align with DoD direction for common and less redundant processes, supported by systems that use few data stores, common data elements, and standard interfaces to share data between systems. Where possible, commercial off-the-shelf (COTS) products will be used to minimize the cost of in house development.

The transformation plan begins with the development of current and future enterprise architecture (EA), in conjunction with the establishment of a baseline of existing business processes and systems. Once the current environment is understood and the target environment is known, a review of existing processes and systems will be undertaken to reduce redundant and

stovepiped systems. This has already begun in the area of integrated Geospatial Information Systems (GIS) program, where data gathering on the various; disparate, non-integrated systems currently used for installation and environmental support with a goal of migration to a common set of interoperable GIS systems and data stores. A similar effort is underway in the Hazardous Material Management program through the work of the Army Environmental Center's (AEC) work with the Logistics domain to consolidate a set of individual systems into the Single Army Logistics Enterprise (SALE) under the control of the Army Logistics Domain. As additional areas for consolidation are identified, programs will be put in place to remove obsolete systems and reduce duplication of data and processes.

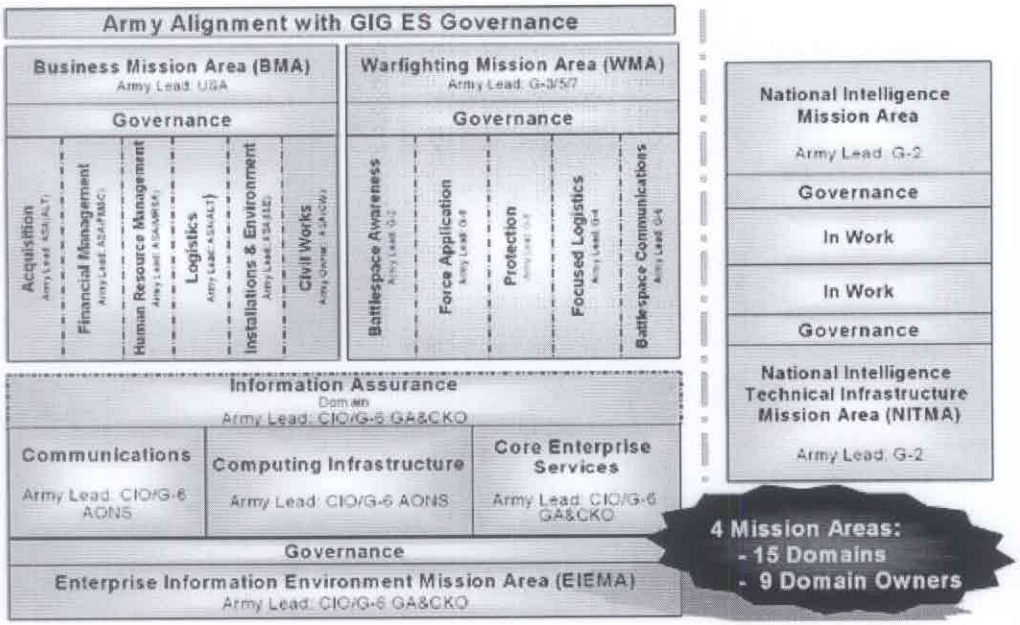
The Army I&E domain transformation plan will work within the bounds and under the direction of Real Property Support architecture and transition plan to ensure the appropriate sharing and reporting of data between Army, DoD and other Components. This has already begun through program planning to incorporate the DoD Real Property Inventory Requirement (RPIR) standards into all real property accounting and management systems. The transformation plan will also focus on enabling the Army Modularity concept and Common Levels of Service approach, while supporting the realignment of Army installations as a result of the Base Realignment and Closure (BRAC) effort. Updates and additional specific milestones will be developed and reported through the Army I&E Domain Governance Board and in concert with Army and DoD business and architecture guidance.

Army Portfolio Management (PfM) Governance Structure

The Army is implementing a new PfM Governance Structure to achieve the aforementioned goals, strategy, and mission. The institutional activities that generate relevant and ready forces are the "business" end of our Army. The Institutional Army represents about one-third of the Army in the form of Active, National Guard, Army Reserve units, Department of the Army civilians and contractors. It includes Headquarters, Department of the Army; Training and Doctrine Command; Forces Command; Army Medical Command; Army Materiel Command; Army Corps of Engineers and numerous other organizations. In order to provide responsive, innovative, and efficient institutional support, we must dedicate ourselves to "transform the way we do business." To achieve this goal, improve effectiveness, and identify efficiencies that will free human capital and financial resources to better support our operational requirements, we can learn much from civilian Lean Six Sigma business practices. These practices will achieve high level continuous measurable improvements that will help the Army face the challenges of an ambiguous, uncertain international security environment.

Figure 6-2 below identifies and maps Army functional proponents to DoD Core Business Mission Areas. The Army Mission Area Leads and Domain Leads align with the four Global Information Grid (GIG) Enterprise Services (ES) Mission Areas (MA). The MA Leads and Domain Leads are responsible for managing capabilities-based Information Technology (IT) investments. Cross-domain issues will be resolved by MA Leads. Issues between MAs that cannot be resolved at that level will be elevated to the Army's Senior Review Group (SRG) for resolution. The SRG serves as the Army's overarching governance body for IT Portfolio investment integration decisions across. The SRG is Co-Chaired by the Under Secretary of The Army and Vice Chief of Staff.

Figure 6-2: Army Portfolio Management Governance Structure



The Army's Capabilities-Based Information Technology Portfolio Management (PfM) Process

The Army's PfM process defines policy and assigns responsibilities for the Mission Areas and their Domains in the management of information technology (IT) investments as portfolios. The Army PfM process will ensure that IT investments are capability-based through the analysis of their linkage to strategic goals, integrated architectures, risk tolerance levels, and potential for increased efficiencies through elimination/consolidation of redundant or outdated capabilities, outcome goals, and technical performance.

The Army is institutionalizing a standard PfM process for all Army Mission Areas and Domains that is compliant with, and supportive of, DoD Enterprise-wide force transformation. The Secretary of the Army and the Chief of Staff, Army, have provided guidance directing the Army to:

- Align Army Information Technology (IT) investments to support current operations and the future force.
- Eliminate Army IT capabilities/systems that have marginal benefit to the warfighter. Identify specific Mission Area /Domain IT capabilities/systems to be sustained and integrated.
- Specify and assign Army Mission Areas/Domain Lead responsibilities for IT Investment decisions to support the Army's strategic goals, mission, and interrelated strategies.
- Reduce redundant and stovepiped Army IT investments.

Army's IT PfM processes are critical to the Army's Transformation. A coordinated Army-wide IT PfM process is essential to the development of an IT funding strategy which reinforces Army strategic direction and transformation efforts. The need to analyze competing capabilities by a common set of criteria, select those which provide the best solution to providing a necessary capability, ensure through a series of control measures that the IT capability being pursued is not redundant and capable of operating within the network. Performance will be evaluated through common performance measures ensuring investments support the Army Enterprise transformation and offer the best possible option for expenditure of scarce resources to achieve maximum effect in supporting the warfighter. This coordinated effort will be undertaken horizontally and vertically across the Army, cutting across functional and warfighting capability requirements, finding synergistic solutions that support net-centric operations and maximizing efficiencies as we transform an IT enterprise to support our Army's modular, joint and expeditionary philosophy.

Using Enterprise Architecture to Inform Decisions and Drive Transformation

The Army realizes that transforming the information infrastructure of the Army requires the development of a well defined end-state that includes detailed descriptions of the capabilities required to support continuously improving and rapidly adaptable mission process threads (a.k.a. "business processes") and a plan for implementing and optimizing the manner in which those capabilities are delivered. The Army has developed, and is continuing to further refine and improve, a "To-Be" Army Enterprise Architecture for this purpose.

The Army's Business Enterprise Architecture is, and must be, a federated architecture which is integrally aligned to both the Army warfighter Enterprise Architecture and the DoD Business Enterprise Architecture.

To this end, the Army is currently publishing the FY-05 version of the Army BEA and is already working on the FY-06 version which will continue to add details with respect to required capabilities, capability delivery mechanisms, interaction with joint and other Service activities, and transformation of the business information infrastructure to support modular, Brigade Combat Team (BCT) focused forces throughout the entire spectrum of warfare with a reduced in-theater Combat Service Support (CSS) IT infrastructure. This architecture will be used to optimize the Army's business information infrastructure to reduce not only IT Investment costs, but more importantly, to increase and enhance the operational efficiency and cost-effectiveness of Army force sustainment activities both in-theater and in garrison.

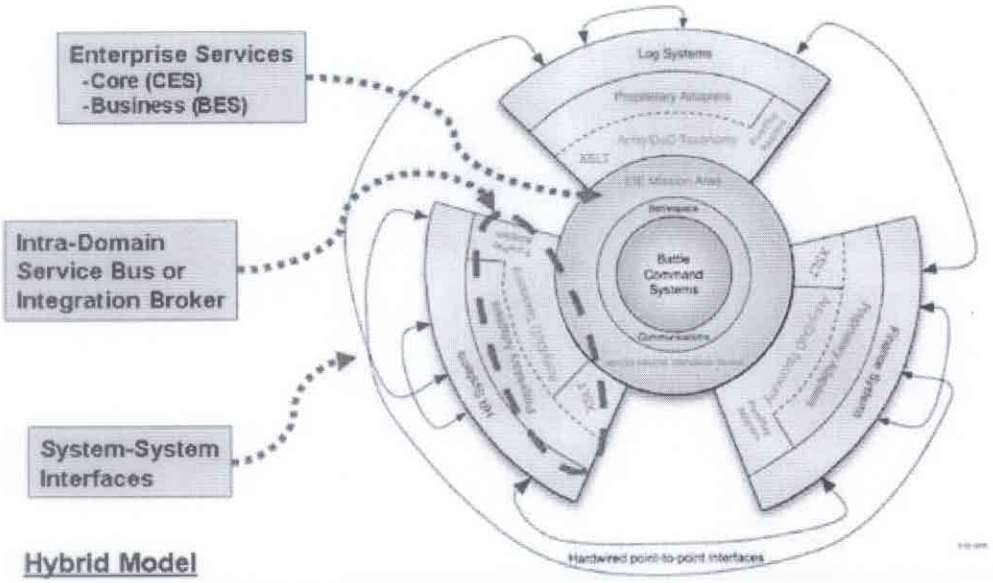
Army Business Enterprise Architecture (BEA) efforts, like all Army Transformation efforts, are being undertaken with the overarching goal of enabling the Army to fight and win the nation's wars more effectively and efficiently. Accordingly, for the Army, the Business Mission Area does not feed into the Warfighting Mission Area, but rather is fully integrated with it.

Joint interoperability is one of the critical desired outcomes that the Army anticipates its enterprise architecture efforts to help drive. The Army approach for using enterprise architectures is based on the approaches being taken by commercial organizations, such as General Motors and Corning, who have similar infrastructure optimization and interoperability challenges.

The Army's strategy, depicted below in Figure 6-3, is to develop and build to a hybrid, services-oriented architecture which leverages open-standards, XML-based data integration for common enterprise services and data interoperability as described in the Net-Centric Operations & Warfare (NCOW) Reference Model and DoD Net-Centric Data Strategy. This hybrid approach enables us

to achieve data interoperability while leveraging Net-Centric Core Enterprise Services (NCES) while at the same time continuing to take advantage of the economic benefits provided by the judicious use of commercial off-the-shelf (COTS) applications for high-volume, transaction driven processes and other places where COTS can provide operational efficiencies and economic advantage.

Figure 6-3: Hybrid Service Oriented Architecture

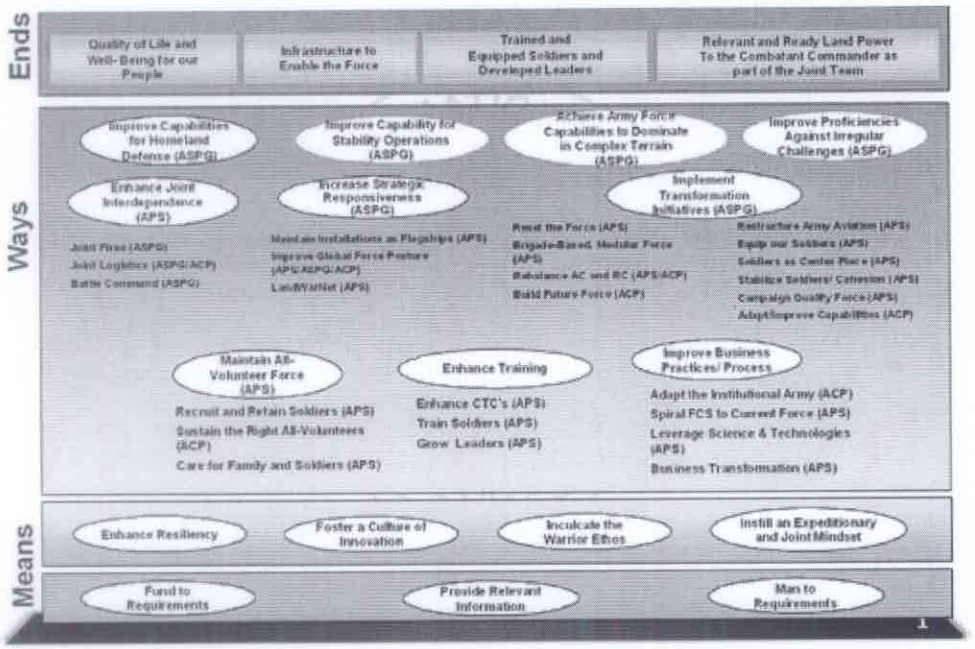


Another architecture activity supporting the Army business transformation is the integration of the Army Business Capabilities/enablers into the Army's Central Technical Support Facility, a test center that ensures end-to-end process integration and system interoperability. This will facilitate critical cross-program development, integration, and interoperability within the Business Mission Area communities as well as its interfaces and interoperability with the Intelligence, warfighter and Enterprise Information Environment Mission Areas.

Army Balanced Scorecard – Measuring Transformation Progress

Figure 6-4 below depicts the Army use of the Balanced Scorecard methodology to communicate and align the Army's mission, vision, strategic objectives and priorities. The Strategic Readiness System (SRS) captures information on the key elements/ends of the Army business transformation to include installations, infrastructure, Well-Being, the nation's industrial base, sustainment, and readiness. The Army is in the process of applying the SRS to the Army business transformation to measure progress.

Figure 6-4: Metrics–Strategic Readiness System (SRS)



The Army Balanced Scorecard is the metrics focal point for SRS. The Army Scorecard identifies the metrics -- quantifiable success measurements -- of each readiness area. Those areas are tied to the annual Army Campaign Plan (ACP) and the Army Posture Statement (APS) which include: status of the industrial base for military equipment and supplies, Well-Being, infrastructure of all Army installations and status of federal, state and local transportation nodes in reference to their abilities to support deployments. Our business transformation activities are aligned with the Army's Balanced Scorecard.

Component Business Transformation Initiatives

Table 6-1 identifies transformation systems and initiatives and identifies supported priorities and Business Capabilities.

Table 6-1: System Transformation Summary

System / Initiative	Domain	Business Capabilities Provided
Global Combat Support System – Army (GCSS-A)	Logistics	It will implement the field ERP component of a Single Army Logistics Enterprise (SALE) to execute end-to-end logistics and integrate/interface with applicable C2 and Joint systems; provide the Army's Combat Support/Combat Service Support (CS/CSS) warfighter with a seamless flow of timely, accurate, accessible and secure information management that gives combat forces a decisive edge; implement best business practices to streamline supply, accountability, maintenance, distribution and reporting procedures in support of the future force transition path of the Army Campaign Plan.

System / Initiative	Domain	Business Capabilities Provided
Logistics Modernization Program (LMP)	Logistics	Provides an integrated logistics management capability that enables total asset visibility, enhanced decision support capability, and a collaborative planning environment; provides a single source of data, full integration with financial management, improved forecasting accuracy, and a near real-time access to Enterprise-wide information.
Transportation Coordinators Automated Information for Movements System II (TC-AIMS II)	Logistics	Modernizes and streamlines DoD movement processes; integrates the functionality of selected, existing service-unique transportation legacy systems into a single AIS migration system consisting of a scaleable, deployable, distributed system environment, compliant with the Joint Technical Architecture (JTA).
Distributed Learning System (DLS)	Human Resources Management	Uses information technology to streamline training processes, automate training management functions and enable training delivery. Supports improved individual and unit readiness and results in less disruption to Army families. Standardizes training and training management across Army while increasing cost savings/cost avoidance for training events and maintains or improves training quality.
Reserve Component Automation System (RCAS)	Human Resources Management	Mobilization planning office automation suite of applications for USAR and ARNG units in CONUS and OCONUS. RCAS enables transition through improvements to Retirement Points Accounting Management, Unit Personnel Management Systems, Command Management Systems, Integrated Data Management, the UPS Military Post Office and Force Authorization Management
Electronic Military Personnel Office (E-MILPO)	Human Resources Management	Web-based system that provides the Active Army with a reliable, timely, and efficient mechanism for performing personnel actions and managing force strength accountability.
General Fund Enterprise Business System (GFEBS)	Financial Management	Integrated financial management; General funds integration; JFMIP certification.
Army Contracting Business Intelligence System (ACBIS)	Acquisition	Secure web-based technology to collect contract data and information from receipt of requirements to contract closeout. Assesses data necessary to analyze contract workload, budget and personnel trends to include benchmarking and activities performance to provide insight into Army contracting activities to improve processes and reduce operating and purchasing costs.

System / Initiative	Domain	Business Capabilities Provided
Virtual InSight (VIS)	Acquisition	Provide an authoritative source of documentation and facilitate virtual milestone documentation development; improve the ACAT I Milestone Decision Review process and to reduce the amount of necessary TDY travel associated with this effort.
Science & Technology Enterprise Management (STEM)	Acquisition	Allow Army scientists and engineers stationed throughout the world to work together on designing, developing, testing, procuring, producing, and sustaining systems of systems.
Acquisition Information Management (AIM)	Acquisition	Report and share acquisition related Program Management, Financial Management, Procurement and Contracting, and Acquisition Logistics data.
Future Combat System Advanced Collaboration Environment (FCS-ACE)	Acquisition	Plan and Direct Acquisition; Formulate Acquisition Effort; Manage S&T Program; Manage Program; Conduct Systems; Engineering; Conduct Financial Management; Conduct Procurement and Contract Management; Perform Acquisition Logistics; Manufacture and Produce System; Conduct Test and Evaluation
ATEC Versatile Information System Integrated Online Nationwide (VISION)	Acquisition	Provides integrated telemetry and data repository environment to support test event documentation and decisions; Establishes a networked common repository for test data and documentation.
Future Business System (FBS), formerly known as Advanced Collaboration Environment (ACE)	Acquisition	Plan and Direct Acquisition; Formulate Acquisition Effort; Manage S&T Program; Manage Program; Conduct Systems; Engineering; Conduct Financial Management; Conduct Procurement and Contract Management; Perform Acquisition Logistics; Manufacture and Produce System; Conduct Test and Evaluation

Component Priorities Linked to Targeted Outcomes, Milestones and Metrics

Table G-2: Capabilities with Targeted Outcomes and Business Missions

Capabilities	Targeted Outcomes	Business Mission
E2E Logistics	Seamless flow of timely accurate, accessible, and secure information management	Logistics
Integrated Logistics Management	Total asset visibility, enhanced decision support capability, collaborative planning environment	Logistics
Transportation	Single Automated Information System (AIS) migration system	Logistics
Training	Standardized training and training management across the Army	Human Resources

Capabilities	Targeted Outcomes	Business Mission
Mobilization Planning	Office automation to USAR and ARNG units in CONUS and OCONUS	Human Resources
Force Strength Accountability	Reliable, timely, and efficient force strength accountability	Human Resources
Integrated Financial Management	General Funds Integration, JMFIP Certification	Financial Management
Acquisition Milestone Development Documentation	Facilitate virtual milestone documentation development	Acquisition
System Development	Coordinated system of systems design development and testing	Acquisition
Acquisition Program Management	Shared acquisition related program management data	Acquisition
Future Combat System Acquisition Management	Plan, direct, and manage acquisition programs	Acquisition
Acquisition System Test Event Documentation	Integrated Telemetry and data repository environment	Acquisition
Plan and Direct Acquisition	Formulate Acquisition effort and manage acquisition programs	Acquisition
Installation Support	Facilitate execution and operation of installation level functional business processes	Installation & Environment
Facilities Management	Manage all work associated with real property	Installation & Environment
Facilities Information Management	View management information from IFS and other databases	Installation & Environment

Other Systems and Initiatives of Interest

Table 6-3 provides a list of other systems and initiatives that are important to the Component's mission but not necessarily considered transformational, some of which may require IRB certification.

Table 6-3: Other Systems and Initiatives of Interest

System Name / Acronym	Description / Purpose	Comment	Category
Enterprise Human Resources System (eHRS)	eHRS will complement the Defense Integrated Military Human Resources System (DIMHRS). The main function of eHRS is to provide integration of systems providing functionality not covered under the DIMHRS initiative.	Integrates HRM applications	Tier 3
Integrated Personnel Electronic Records Management System (iPERMS)	Directly supports the Army's Military Personnel Records Management Mission in peace, mobilization, and war as required by Title 10 and Title 44, US Code. Provides automated system for recordkeeping functions using optical digital image systems which eliminates the need for duplicate personnel records and will support the VCSA's goal of reducing paper on the battlefield.	Replacing the PERMS system with enhancements	Tier 2
USMEPCOM Integrated Resource System (MIRS)	MIRS provides the automation and communications capability for USMEPCOM to meet its peacetime, mobilization, and wartime military manpower accession mission. Automates the business processes of processing new service members into the Armed Forces by managing aptitude tests, medical examinations, and administrative matters. Has key interfaces with the service recruiting systems, DMDC, and the Selective Service System	This is a multi-agency system supporting the administrative in-processing of military applicants.	Tier 2
eArmy University (eArmyU)	eArmyU is a state-of-the-art distance learning initiative that provides active duty enlisted soldiers the opportunity to pursue a college degree or certificate anytime, anywhere. By providing access to a variety of online degree programs and related educational services via a comprehensive web portal, eArmyU eliminates many of the barriers to education that soldiers have traditionally faced throughout their military careers. The eArmyU portal allows soldiers to research degrees, apply for admission, submit assignments, communicate with classmates, and assess their progress from one integrated site. Through eArmyU, soldiers can earn a post secondary certificate or an associate, bachelor's or master's degree from a home institution while taking courses from multiple eArmyU education partners. Credits transfer across institutions, enabling soldiers to quickly and conveniently progress with their educational goals as they transition from post to post. Soldiers receive 100% Tuition Assistance for tuition, fees, and books up to the established semester hour cap and tuition ceiling.	Part of the education and training needs of the Military	Tier 2

System Name / Acronym	Description / Purpose	Comment	Category
Installation Management Support–Army (IMS-A)	IMS-A is a family of systems consisting of the Installation Support Modules system; the Range Facility Management Support System; and the Army's Hazardous Substance Management Support system. These systems facilitate the execution and operation of specific installation level functional business processes by providing standardized software applications to Army installations located in CONUS and OCONUS. The IMS-A solution to installation management employs nine discrete modules to assist commanders train, equip, sustain, deploy and transition soldiers. The IMS-A Assistant Project Manager is prepared to assume role as central manager and acquisition agent for the Army's Installation Management Agency's pending Business Process Review initiative.	Provides needed transition resources for Army soldiers	Tier 2
User Based Army National Guard System / UBANGS	UBANGS is a GUI based standalone application. This system helps Generators communicate electronically via e-mail with the Defense Reutilization Marketing Office (DRMO) and provide an efficient method to keep track of the posts hazardous accumulations. It allows base personnel to facilitate turn-ins of hazardous waste for ultimate disposal through DRMO.	The Army I&E Domain is awaiting completion of an Enterprise Business Architecture in order to develop a Domain Transition Plan. This system will be included in any transition plan as either a core system, a system to be reengineered, or a system for sunsetting.	Tier 2
Headquarters Executive Information System / HQEIS	Allows HQDA, MACOMs & installations to view management information from Integrated Facilities System & other databases w/out knowledge of Structured Query Language. A multidimensional database provides graphical & tabular displays for multiple levels & Fiscal Years	The Army I&E Domain is awaiting completion of an Enterprise Business Architecture in order to develop a Domain Transition Plan. This system will be included in any transition plan as either a core system, a system to be reengineered, or a system for sunsetting.	Tier 2

System Name / Acronym	Description / Purpose	Comment	Category
Installation Executive Information System / IEIS	The Installation Executive Information System (IEIS) is the DPWs tool for accessing existing facilities management, cost, and real property data. It allows users to easily navigate through massive amounts of data quickly in order to prepare briefings and reports necessary for planning, decision making and problem solving.	The Army I&E Domain is awaiting completion of an Enterprise Business Architecture in order to develop a Domain Transition Plan. This system will be included in any transition plan as either a core system, a system to be reengineered, or a system for sunsetting.	Tier 2
Integrated Facilities System / IFS	IFS is used by installation-level Directorates of Public Works, and MACOMS to manage all work associated with the maintenance of the Armies real property, and to report that same real property to the Department of the Army, Congress, GSA and others.	The Army I&E Domain is awaiting completion of an Enterprise Business Architecture in order to develop a Domain Transition Plan. This system will be included in any transition plan as either a core system, a system to be reengineered, or a system for sunsetting.	Tier 2
Planning Resource for Infrastructure Development and Execution / PRIDE	PRIDE is a facilities/installation management system supporting NGB-ARI. It is a Commercial-Off-The-Shelf (COTS) system encompassing all ARI functions and replacing several automated facility management systems, including Desktop Resource for Real Property (DRREAL).	The Army I&E Domain is awaiting completion of an Enterprise Business Architecture in order to develop a Domain Transition Plan. This system will be included in any transition plan as either a core system, a system to be reengineered, or a system for sunsetting.	Tier 2
Hazardous Substance Maintenance System / HSMS	HSMS is an automated system, which has been developed to work along with good hazardous material management practices. It tracks hazardous material from the time of request until it leaves an installation through use, turn-in, or as hazardous waste.	HSMS is a legacy system scheduled to be included in the Logistics Domain's Single Army Logistics Enterprise (SALE) system.	Tier 2

System Name / Acronym	Description / Purpose	Comment	Category
Real Estate Management Information System / REMIS	System used to manage the Real Estate program within the Army Corps of Engineers and throughout the Army.	The Army I&E Domain is awaiting completion of an Enterprise Business Architecture in order to develop a Domain Transition Plan. This system will be included in any transition plan as either a core system, a system to be reengineered, or a system for sunsetting.	Tier 2
Recruiting Facilities Management Information System / RFMIS	Recruiting Facilities MIS Program execution & management of DoD recruiting facilities.	The Army I&E Domain is awaiting completion of an Enterprise Business Architecture in order to develop a Domain Transition Plan. This system will be included in any transition plan as either a core system, a system to be reengineered, or a system for sunsetting.	Tier 2
Engineering and Base Operations Support System/ ENBOSS	ENBOSS is used to manage U.S. Army Reserve inventory of real property throughout the life cycle of each facility, from acquisition through disposal. ENBOSS is an integrated suite of software applications developed for ACSIM-AR. ENBOSS supports 205,000 Army Reserve soldiers located in 3,600 facilities worldwide providing integrated automated business applications for military construction, facilities operations and maintenance, real property/real estate, and environmental stewardship.	The Army I&E Domain is awaiting completion of an Enterprise Business Architecture in order to develop a Domain Transition Plan. This system will be included in any transition plan as either a core system, a system to be reengineered, or a system for sunsetting.	Tier 2